



**Building Occupancy Business Line
FISCAL YEAR 2003 – 2007 PLAN**

Revised March, 2003

Executive Summary

Mission: The mission of this business line is to provide a safe and healthy working environment through efficient operations and maintenance of the DOE Headquarters facilities and to optimize the satisfaction of the occupying organizations at the lowest possible price.

Vision: Be the premier provider of a customer-friendly, technology-integrated business center for Headquarters (HQ) facilities services and real property asset management that uses environmentally responsible products and management processes in strategic support of DOE's mission.

Balance Score Card Objectives:

- **Customers:** Improve customer satisfaction
- **Financials:** Reduce cost per person
- **Internal Processes:** Operate and maintain equipment and systems in a manner that will provide for orderly operations of the Department, be environmentally responsible, and ensure preservation of the Government's real property assets.
- **Learning and Growth:** Improve knowledge, skills and abilities of business line staff in support of business systems and business line mission.

FY2002 Accomplishments:

- Designed and started construction for 73,878 sq. ft. of space for NNSA at 955 L'Enfant Plaza, S.W.
- Re-competed Ardwick/Ardmore Warehouse lease.
- Completed installation of 1750 kW emergency electrical diesel generator system for Germantown.
- We have eliminated 26 of the 95 identified barriers to persons with disabilities (27.4%) from the FY 2001 Biennial Audit of the Forrestal and Germantown Buildings. Since FY 1999 eliminated a total of 90 of the 159 barriers identified or 56.6%.
- Embarked on a Forrestal Building improvement program to support the Secretary's goal of making DOE the employer of choice, as follows:
 - To enhance corridors by modifying the color scheme, accenting the columns and adding planters at the ends of the E and F corridors. Completed except for Ground floor.
 - To upgrade the restrooms to include full compliance with the Americans with Disabilities Act accessibility guidelines. Restrooms (134) to be upgraded over the next four fiscal years. 20 under construction as of 9/16/02.
 - Upgraded Conference room 4A-104.
 - Completed design to upgrade elevator lobbies. Lobbies (30) to be upgraded over the next 3 fiscal years, as funds are available.
 - Completed the replacement of the basement corridor ceilings to include sprinklers for added fire and life safety. Ground floor in progress (to be completed in FY 2003).
 - Started the replacement of the convector unit piping on the North and East sides of the complex (to be completed in FY 2003). Completed 55.7% in FY2002.
 - Upgraded quality of food and menu selections at Forrestal Cafeteria.
- Installed PA systems at the Forrestal and Germantown Buildings.

- Updated/improved occupant emergency plans for all buildings at Headquarters.
- Achieved 33% reduction in energy consumption compared to the 1985 baseline. This surpasses the 30% goal set for FY 2005 in Executive Order 13123.
- Completed 3 Occupancy Agreements with GSA (for Forrestal CDC, GTN Main Building and GTN Boiler House).

FY2003 Goals:

- Constructed 73,878 sq. ft. of space for NNSA at 955 L'Enfant Plaza, SW. (NNSA moved in as of 1/31/03.)
- Completed one occupancy agreement with GSA for the Landover warehouse.
- Continued with HQ Building improvement program as initiated by the Secretary to:
 - Enhance corridors by modifying the color scheme, and accenting the columns on the ground floor.
 - Upgrade the Forrestal restrooms to include full compliance with the Americans with Disabilities Act accessibility guidelines. Restrooms (134) to be renovated over the next three fiscal years. 28 to be complete by 3/31/03 and another 28 to start in April and be complete by 9/30/03.
 - Renovate Conference room 6A-092 at Forrestal.
 - Replace/Upgrade 22 elevator lobby ceilings at Forrestal.
 - Complete the replacement of the ground floor corridor ceilings to include sprinklers for added fire and life safety at Forrestal.
 - Complete the design for the replacement of the convector unit piping on the North and East sides of the Forrestal complex.
 - Design the renovation of the Ground floor Snack Bar at Forrestal.
 - Upgrade the corridors in the Germantown Building.
 - Upgrade the Forrestal Cafeteria Serving area.
 - Improve the lighting in the Forrestal Cafeteria Dining Area.
- Enhance PA systems at the Forrestal and Germantown Buildings by expanding into Security areas and also all leased office buildings. (PA systems installed at 270 Corporate and Cloverleaf Center as of 1/31/03)
- Develop occupant emergency plan for 955 L'Enfant Plaza SW.

Introduction

The Building Occupancy Business Line provides operations and maintenance of DOE buildings, energy management, cleaning, fire protection, safety and health, repairs and alterations, resource management and space assignment and utilization.

The core services in the Building Occupancy Business Line, therefore, include space management, provision of utilities such as heat and electricity, cleaning services, snow removal, preventative and restorative maintenance, pest control, trash removal, and waste recycling. Engineering and facilities services provided are drafting, architectural and interior design, construction, value engineering, lock repair and key management, safety and occupational health, and conference support. These services are provided at a standard level of service and an above standard level of service. The standard level of service is to provide the basics of a safe,

warm, and adequately lit shell. Renovations within a suite of offices for the benefit of the program office are considered to be above the standard level of services and are paid for accordingly. For access to these services please use our website www.ma.mbe.doe.gov/admin/.

The Building Occupancy Business Line is dedicated to mandatory vendors, such as the Javits, Wagner, O' Day Act (JWOD)—the National Institute of the Blind (NIB), the National Institute of Severely Handicapped (NISH), and the General Services Administration (GSA). The Business Line also supports economically and socially disadvantaged firms, such as the 8(a) and Small Disadvantaged Business (SDB) firms in the Small Business Administration (SBA) program.

Planning Process

Our objectives for improving business line performance are in line with those of ME and the WCF and support the Department's strategic objectives in Corporate Management. ME objectives are to provide the DOE with the best value and with quality products and management services. The WCF objectives are to improve the efficiency of DOE administrative services and to provide accurate full-cost budgets. Each year the business line updates its five-year plan using a balanced scorecard approach with objectives, performance goals to measure our success, and strategies to reach our objectives. We report progress towards these balanced scorecard objectives to the WCF Board on a quarterly and annual basis.

In addition, each year business line managers participate in a weeklong planning session with their peers in ME-40 in order to integrate business planning with broader corporate planning. This process allows managers in other disciplines to discuss building occupancy issues and contribute their expertise to the corporate planning process.

We implement pricing policies that are based on the guidelines provided in the *Working Capital Fund Guide to Services, Policies and Procedures 2002* (the Blue Book or at website <http://www.ma.mbe.doe.gov/wcf>).

Environmental and competitor analysis

This analysis has been narrowly focused on current services and ways to improve these services. Discussion of items like virtual offices, flexi-place, and other technology impacts are performed in the larger corporate environment, but not in this plan. The performance goals and objectives of this plan are consistent with the Federal Property Management Regulations (FPMRs), GSA guidance and DOE experience.

The objective of this business line is to provide a safe and healthy working environment through the operations and maintenance of the DOE HQ facilities. It is the business line's intent to optimize the satisfaction of the occupying organizations, at the lowest possible price and to meet customer needs and maximize customer service within the guidelines of the Working Capital Fund and the Federal Property Management Regulations (FPMR).

The objectives are based on customer needs and the mission of DOE. DOE's strategic planning must include Real Property considerations and the Life Cycle costs of its assets.

External regulation and partnerships

The oversight role is ongoing, with frequent contacts by GSA national and regional office personnel to ensure that the single occupant agency, DOE, staff have the skills, expertise, and support materials necessary to carry out the delegated responsibilities. The evaluation process, which is not a performance audit, assesses the Building Occupancy Business Line real property operations, safety and occupational health program, and lease management performance. This is more formal than the day-to-day oversight process, and is carried out on a bi-level basis: by occupied building and HQ-wide. The HQ-wide evaluation focuses on general program management and control, while the site specific evaluation addresses actions taken to manage the real property assets in a manner that preserves its utility and value.

Resources and capabilities of the organization

Our management team is comprised of individuals whose backgrounds include corporate knowledge in occupancy allocation, building maintenance and operations, and, engineering and facilities management. In addition to the management team, the support services contractors form a major resource available to the Building Occupancy Business Line. Support services include: conference support, elevator and escalator repair, HVAC supply, miscellaneous building repairs, fire alarm maintenance, cleaning and sanitation services, and trash removal.

Needs and capabilities of customers

One customer need that must be resolved is providing suitable space for NNSA. A new leased location, 955 L'Enfant Plaza, S.W. has been acquired through GSA for NA-20 (formerly a major portion of NN) which has been relocated to this new leased space. The majority of space vacated in the Forrestal Building will be used for the balance of the growth of NNSA. If, in the future, NNSA is centralized in their own building, major portions of Forrestal and Germantown will be vacated. We would probably backfill the vacant space in the Federal buildings by releasing the satellite leased locations. The new administration also impacts the FY 2003 and FY 2004 budget projections in that a new administration has the potential to realign program elements both organizationally and physically. Our experience is that the impact would be felt in the FY 2003/2004. In the past, a moratorium for moves of whole organizational units from Germantown to Forrestal adversely impacted the headquarters space consolidation planning. With the evolving needs of NNSA, this issue will undoubtedly be revisited.

Future competitive advantages

To enhance and maintain our future competitive advantage, we will continue to observe the operations and functioning of activities similar to the Building Occupancy Business Line in other Federal agencies. We will also continue to participate in the Federal Real Property Council and the Real Property Executives Interagency Council. To validate our processes and success, we will continue to participate in Federal competitions. To date, we have received many awards, including:

On Earth Day, 4/22/02, we received a Meritorious Award from the Secretary in recognition of obtaining the first DOE renewable power purchase at HQ. Six million Kwh of green tag power was purchased from PEPCO Energy Services. This is the largest purchase of green tag power to date by DOE and surpasses the 2010 renewable energy goal set forth in DOE Order 0430.2A.

“Honorable Mention” in the GSA 2002 Achievement Awards for Real Property Innovation in two categories: Innovative practice (Energy Management at Germantown Headquarters) and Innovative Policy (Elimination of Barriers to Persons with Disabilities).

National Award Winner in the 2001 US Department of Energy Pollution Prevention Awards Program in the category of Model Facility Demonstration/Complex-wide Achievement

“Honorable Mention” in the White House Closing the Circle Awards Model Facility Demonstration Non-Hazardous Waste category in 1999 from the Office of the Federal Environmental Executive for our HQ Federal Facilities.

National Performance Review Hammer Award in 1999 for our role in planning and implementing the DOE HQ Working Capital Fund.

MA Cross-cutting Team Award for the Barriers to Persons with Disabilities Audit of the DOE HQ Federal Buildings in 1999

National Performance Review Hammer Award in 1998 – through the use of the strategic planning process we reinvented our Space Management Program to consolidate our HQ inventory of space over a 5-year timeframe from 16 locations to 6 and saved over \$16 million in rent in the process.

First recipient of the prestigious GSA Office of Government-wide Policy Achievement Award for Real Property Innovation (October, 1997) – Innovative Practice – using real property asset management principles in our strategic planning at HQ. We will submit two applications for this award in FY 2002 (innovative policy in energy efficiency and innovative practice in removing barriers to persons with disabilities).

Honorable Mention in 1996 Energy/Air Quality Awards Competition for Germantown Main Building from County Executive of Montgomery County, Maryland

Special Recognition in the DOE 1996 National Awards for Energy Efficiency and Renewable Energy to the Division of Engineering and Facilities for its outstanding contributions in promoting an environmentally sustainable energy future.

1995 Federal Energy and Water Management Award.

Efficient Building Award recognizing excellence and innovation in Energy Efficiency and Building Management for the building envelope of the Child Development Centers in 1993 from Energy User News.

Federal Design Achievement Award for Metered Analysis for Building Operation and Maintenance in the 1992 Presidential Design Awards Competition.

It is important for this business line to continue to pursue excellence in the achievement of our vision to be the premier provider of a customer-friendly, technology integrated business center for HQ facilities services and real property asset management that uses environmentally responsible products and management processes in strategic support of DOE’s mission.

Balanced Scorecard Elements

Customer Objective: Improve customer satisfaction.

The building occupancy business line seeks to provide for our customers, through the operations and maintenance of the DOE HQ facilities, a safe and healthful environment, which optimizes the satisfaction of the occupying organizations. We meet customer needs and maximize customer service within the guidelines of the Working Capital Fund and the Federal Property Management Regulations. The objectives are based on customer needs and the mission of DOE.

This business line provides for the safety of occupants and protection of personal property in the buildings and grounds. In order to continue the safety and health program to ensure the protection of life and property from fire, environmental and safety hazards, an annual safety and health survey is conducted of all areas, including a walk through of all high hazard areas. A questionnaire may be used in lieu of a walk-through for low-hazard office spaces. All safety and health complaints that are headquarters related are investigated within 24 hours of receipt of the complaint. Imminent danger situations are investigated immediately.

The business line meets with customers at weekly space meetings. We also employ customer feedback forms, APPLIX service ticket responses, customer suggestions, general email and responses to DOECAST messages to evaluate our customer needs. We intend to renew customer surveys, which began in FY 1996 but were discontinued in FY 1999, FY 2000 and FY 2001. Four areas within the Building Occupancy Business Line were measured for satisfaction levels on a scale of 1 to 5 with 5 being the highest level of satisfaction. Each of the four areas surveyed showed improvement over the three years of the survey. Our customers rated the importance of our services very high.

Performance Goal	Performance Standard
Improve occupant satisfaction	Average satisfaction level of 3.6*
Perform workstation evaluations	Evaluate workstations for 50 personnel at HQ*
Reduce barriers to persons with disabilities	Complete 20% of barriers identified in barriers report*
Improve participation in FEOSH survey	Achieve 1000 respondents to FEOSH questionnaire*
Reduce number of accidents & injuries	Establish baseline for lost workday injury (LWDI) rate

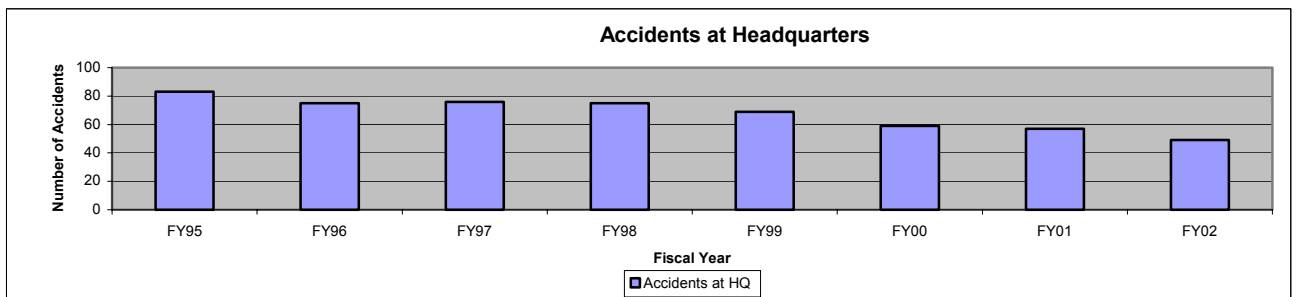
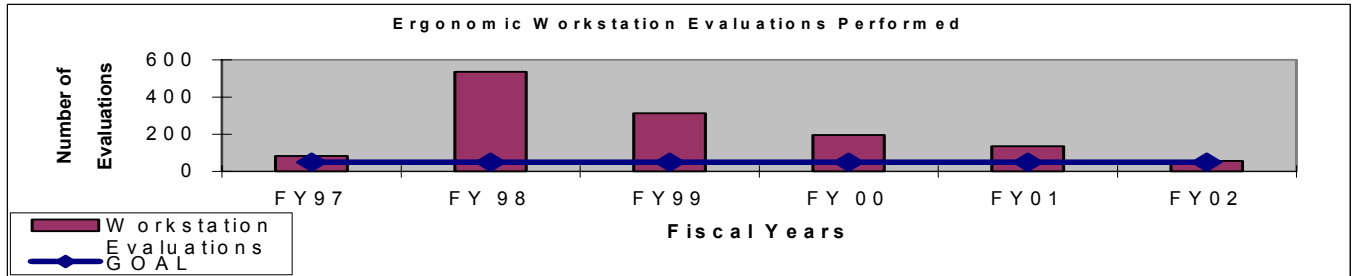
*Performance Gradient:

Outstanding = >125% of Standard

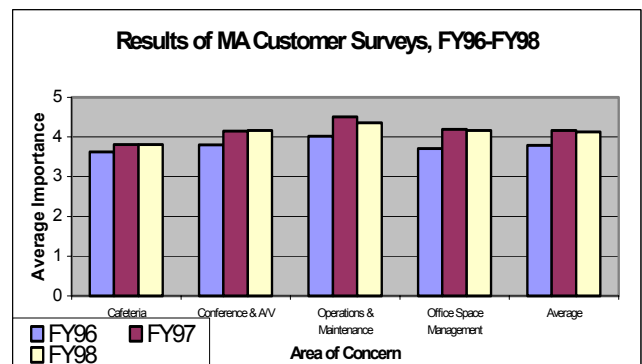
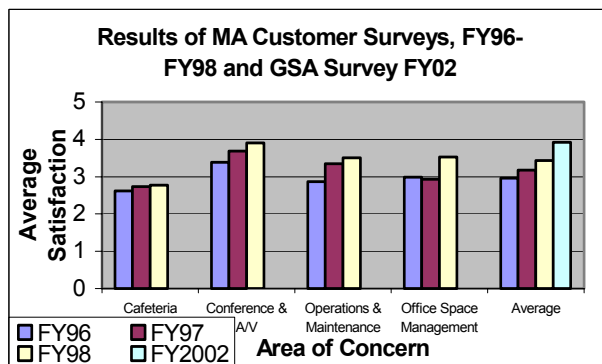
Highly Successful = 110% of Standard Acceptable = meets Standard

Needs Improvement = less than Standard

Baselines:



Data Source: ME (formerly MA) Customer Survey, Accident Logs, Workstation Evaluation



Strategies for Improving Customer Satisfaction	Fiscal Year				
	2003	2004	2005	2006	2007
Conduct Space Coordination Meetings	X	X	X	X	X
Perform Customer Satisfaction Survey*		X	X	X	X
Review customer requests & feedback, through APPLIX, feedback cards, e-mail, DOECAST responses, etc.	X	X	X	X	X
Improve aesthetics & functionality of public areas	X	X	X	X	X
Renovate GTN Cafeteria (Construct '03)	X				
Renovate west parking lot in GTN (Renovate '03)	X				
Upgrade GTN elevators (except 10 & 13) with new controllers and SCR drives		X	X		
Prepare Occupant Emergency Plans for each building	X	X	X	X	X
Upgrade restrooms to meet ADA requirements (28/year)	X	X	X	X	
Perform FEOSH survey for each building	X	X	X	X	X
Calculate LWDI and compare to DOE & OSHA data	X	X	X	X	X
Resolve hazards identified in Safety and Health surveys	X	X	X	X	X
Partner with Office of Environmental Safety and Health	X	X	X	X	X
Conduct fire drills for each building	X	X	X	X	X
Conduct Safety and Health Training Programs	X	X	X	X	X
Create and maintain inventory of hazardous materials used in each delegated building	X	X	X	X	X
Create biennial Hazardous Waste Shipment Report		X		X	
Perform Workstation Evaluations	X	X	X	X	X

**We have partnered with the GSA and performed a survey of the Forrestal, Germantown, and Cloverleaf buildings in May, 2002. The survey was administered by the Gallop Organization and survey results received in December, 2002 were favorable. The remaining buildings will be done in FY2004.*

Financial Objective: Reduce cost per person

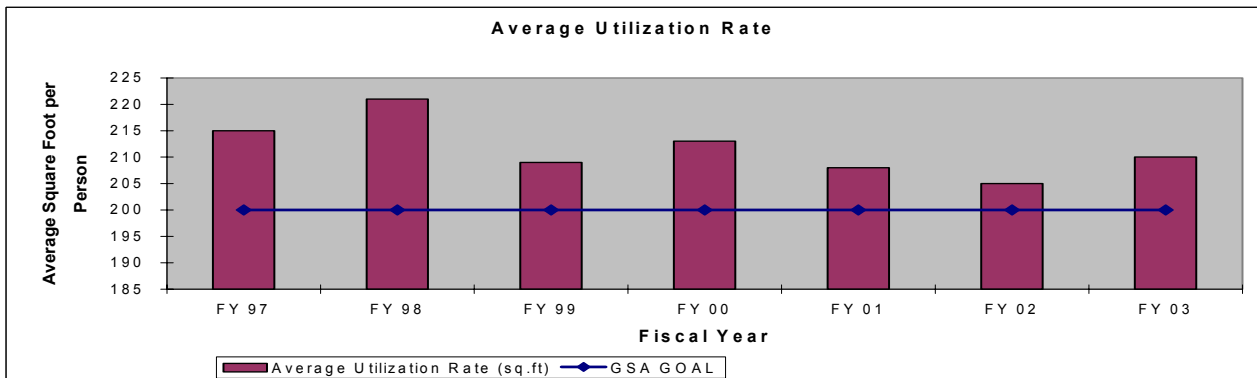
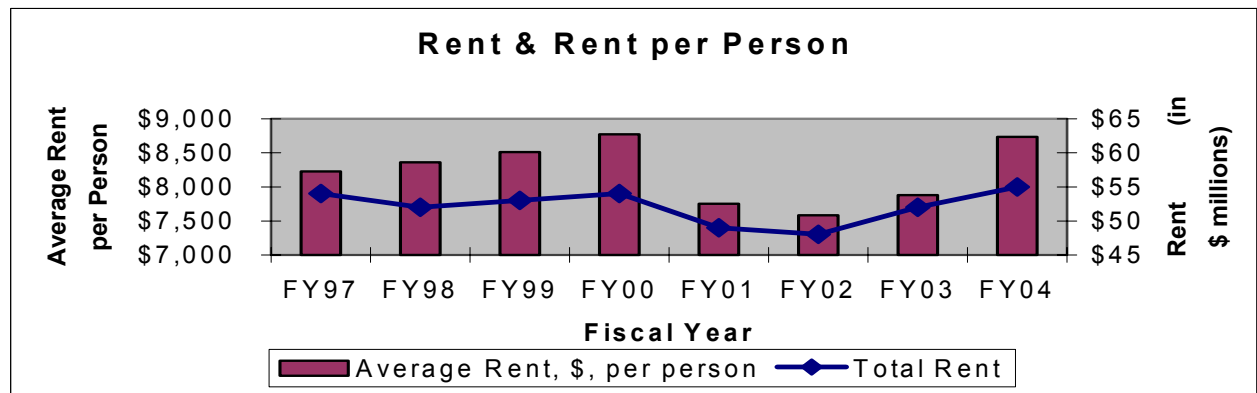
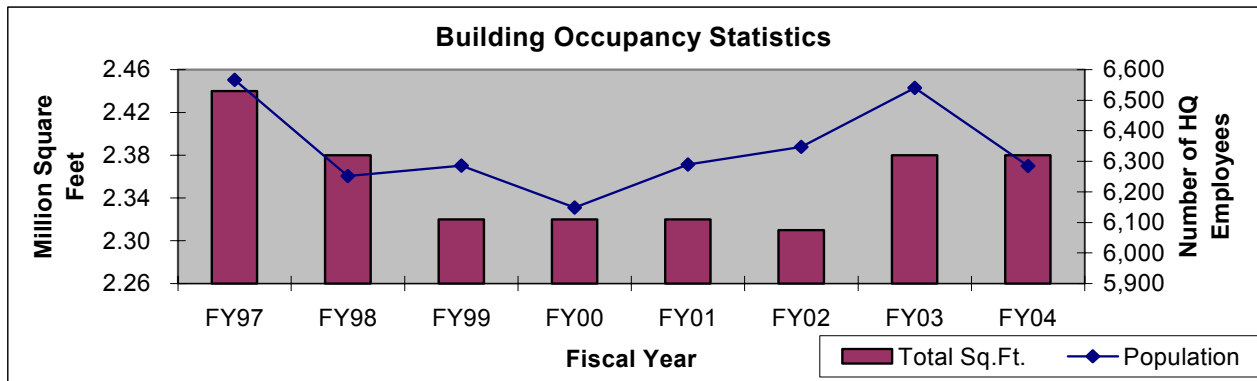
The Objective to reduce cost per person is focused on our customer requirements to minimize their federal personnel costs. Cost per person combines space utilization and rent rates per square foot of space. Building occupancy business managers can affect expenses through their actions and decisions in controlling rental rates. Space utilization is the responsibility of program managers in their goal of accomplishing their program missions. Business line managers encourage program managers to meet or exceed the GSA space utilization guidelines.

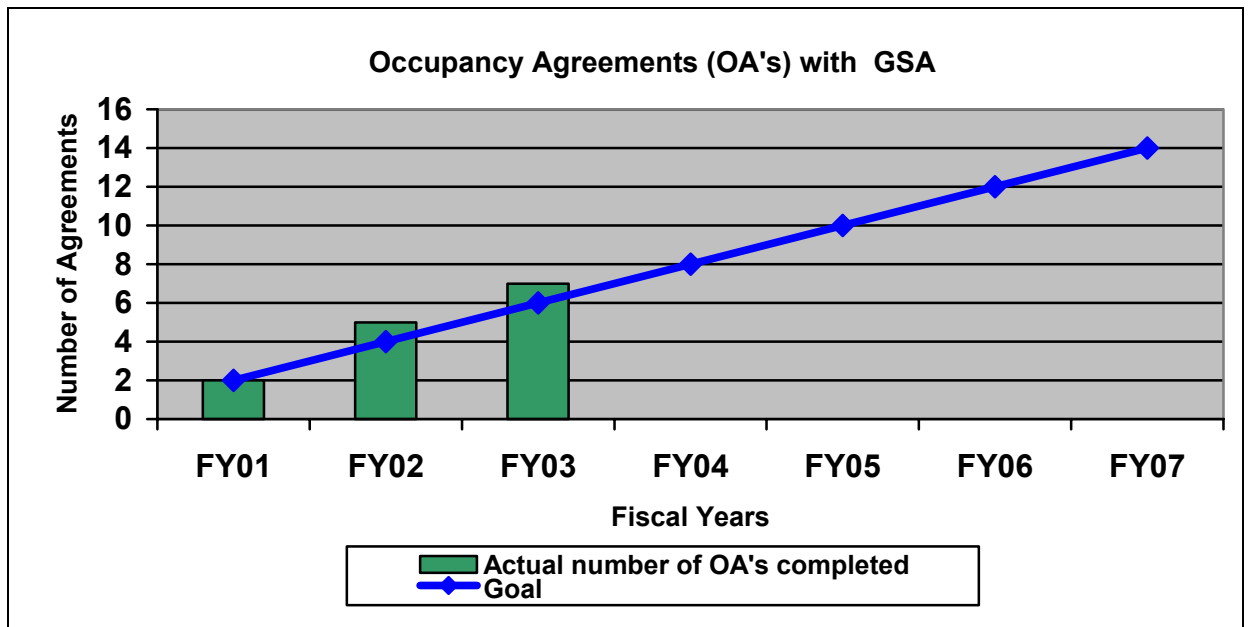
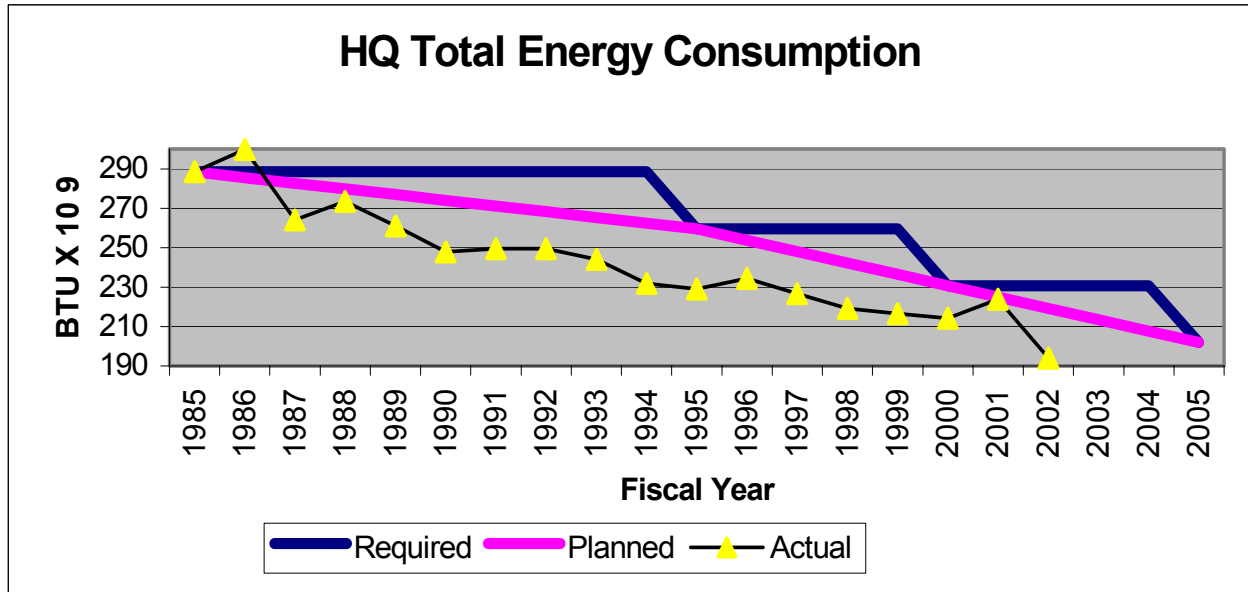
This business line has the responsibility to seek overall reductions in cost. As such, we partner with GSA to provide managers with options that minimize the costs to the organizations while still meeting mission requirements. We also partner with GSA to reduce the rent for buildings and rent for space within buildings. To this end, we partnered with GSA in FY 1998 to reappraise the Forrestal Building in FY 1999. The Office of Management and Budget approved the reappraisal for use in FY 2001. As a result we saved \$6 million in Forrestal rent in FY 2001. Half of the savings was returned to our customers and the other half was used to establish funding for infrastructure improvements within the business line.

With the assistance of GSA, this business line is charged with preserving the government's real property assets. As a result, for the Forrestal and Germantown complexes at DOE Headquarters we are involved in the following activities: perform facilities inspections; provide an energy management program; training of our staff; inventory management; real estate acquisition; lease administration; disposal of property; maintenance management; utilities acquisition; utility rate intervention; site planning; and land use planning. We also perform Eco-system planning, which involves; recycling, waste minimization, pollution prevention, water conservation, and landscaping opportunities.

Performance Goal	Performance Standard
Monitor Total Square Footage	Provide sufficient space to meet organizations' mission in accordance with IG Audit #DOEIG-0402 dated April 1997
Monitor Employees Housed	House all personnel required to meet organizations' mission
Monitor Cost/Square Foot (owned)	Reduce cost per square foot of owned space
Monitor Cost/Square Foot (leased)	Reduce cost per square foot of leased space
Monitor Cost/Person	Reduce cost per person
Monitor Vacancy Rate	Reduce vacancy rate
Fulfill the requirements of E.O. 13123	Increase energy efficiency by 26% over the 1985 baseline for FY 2003.
Obtain occupancy agreements for HQ buildings from GSA	Increase number of occupancy agreements by 14% per year

Baseline:





Note: Unless otherwise noted, FY 03 through FY 04 data is projected.

Data Source: Building Occupancy Business Line Occupancy Agreement October Summary, Energy Consumption data

Frequency: Annually

Strategies for Improving Financial Efficiency/Accountability	Fiscal Year				
	2003	2004	2005	2006	2007
Obtain occupancy agreements for each new building (external)	X	X	X	X	X
Complete building occupancy agreements for all HQ organizations (internal)	X	X	X	X	X
Update Space Management Plan identifying cost effective management options	X	X	X	X	X
Identify organizations with high utilization rates	X	X	X	X	X
Assist organizations with consolidations to reduce utilization rates	X	X	X	X	X
Accommodate specific customer space requests	X	X	X	X	X
Partner with GSA	X	X	X	X	X
Implement Energy Conservation Projects	X	X	X	X	X
With GSA, create an Asset Business Plan (long range asset strategy to minimize cost/improve satisfaction)	X	X	X	X	X
Budget for operating expenses separate from rent credit		X	X	X	X
Provide to GSA estimate of annual standard level operating costs		X	X	X	X
Complete Total Cost Accounting Statements for GSA	X	X	X	X	X

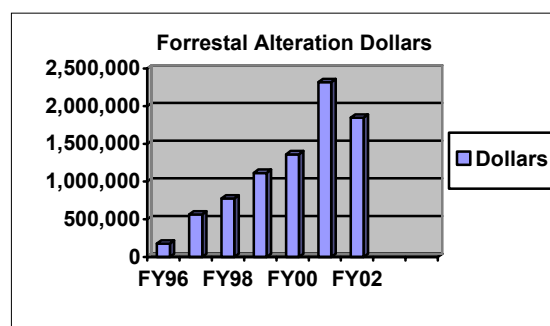
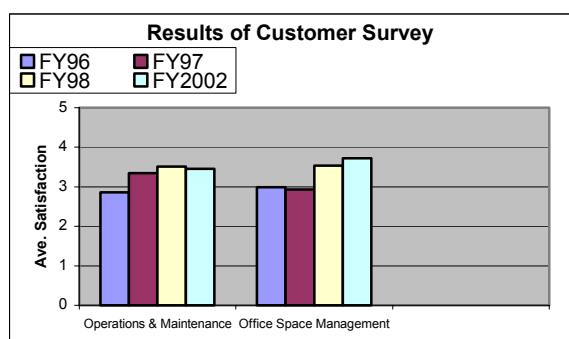
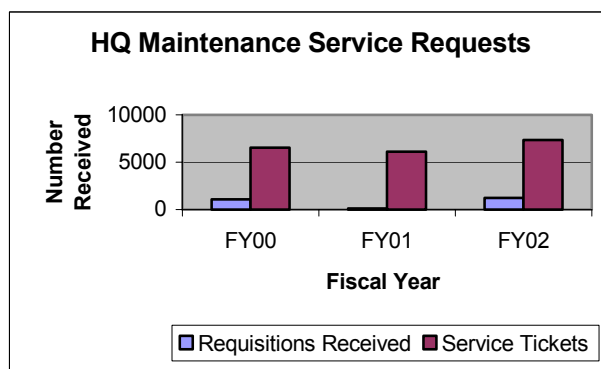
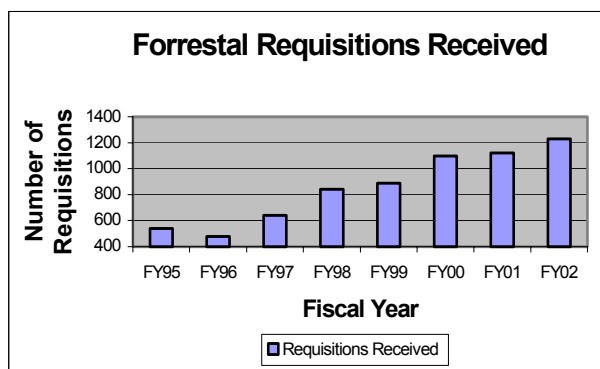
Internal Processes Objective: Operate and maintain equipment and systems in a manner that will provide for orderly operations of the Department, be environmentally responsible, and ensure preservation of the Government's real property assets.

Many of the activities of this business are performed behind the scenes and, for that reason, not obvious to our customers. These activities are governed by agreements with the General Services Administration and subject to their regulation. Many projects and functions are planned, funded, and completed in partnership with GSA. An understanding of the business would be incomplete without an understanding of the many complex processes, which define the business. The strategies related to internal processes must be more numerous to cover the multitude of services and functions.

Major functions include: **Operations, maintenance, and repair**, which cover four main areas; building operation, service calls, system repairs and preventive maintenance. Appropriate operations and maintenance ensures uninterrupted operations and protection of the Government's assets. **Energy conservation and resource management** includes installation of efficient equipment, resource conservation, and adherence to Executive Orders, the National Energy Policy Act, and other regulations and guidelines. **Cleaning services and grounds maintenance** ensures that the building is cleaned and the grounds are maintained so as to provide a healthful, safe, and attractive environment. **Fire protection, safety and health** provides for the protection of life and health in the buildings and on the grounds. **Space assignment, utilization, alterations, and lease management** ensures effective management of space assets and creates new space alignments to support program mission needs. **Engineering and contract management** includes value engineering services as well as contract administration, oversight and inspection.

Performance Goal	Performance Standard
Timely response to maintenance service calls.	Respond to routine calls within 24 hours. Respond to emergency calls within 3 hours.
Installation and removal of telephones and electrical outlets.	Within 30 days of request.
Alterations < \$2,000	Design < 7 days Procurement < 3 days Construction < 7 days
Alterations < \$25,000	Design < 30 days Procurement < 6 weeks Construction < 30 days
Alterations > \$25,000	Design < 90 days Procurement < 120 days Construction < 180 days (with exceptions)

Baseline:



Data Source: Requisition logs, Service ticket repair logs and GSA Gallop Poll Survey. Please note one of our strategies is to develop a baseline for service response rates.

Frequency: Annual

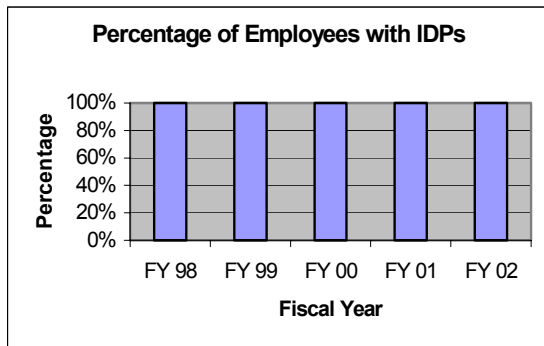
Strategies for Improving Internal Processes	Fiscal Year				
	2003	2004	2005	2006	2007
Complete various upgrade and renovation projects	X	X	X	X	X
Execute preventive maintenance program in accordance with GSA guidelines	X	X	X	X	X
Clean the building and maintain the grounds so as to provide a healthful, safe, and attractive environment.	X	X	X	X	X
Accomplish alterations in accordance with accepted construction practices and in keeping with engineering and architectural features of the building.	X	X	X	X	X
Install sprinklers in FORS basement & ground floor	X				
Replace FORS convactor unit piping	X	X			
Renovate one (1) FORS public conference room	X	X	X	X	X
Renovate one (1) GTN public conference room	X	X	X	X	X
Upgrade FORS elevator lobby ceilings (22)	X				

Learning and Growth Objective: Improve knowledge, skills and abilities of staff and improve business systems in support of business line mission.

The building occupancy business line uses team building to coordinate our combined efforts. Building a management team eliminates barriers to performance such as opposition from employees and customers. Communication is the primary tool for team building. We aggressively pursue problem solving, relying on root cause analysis to develop appropriate organizational solutions. We document our progress in solving problems in order to create a knowledge base that enables us to avoid future problems and repeating the same mistakes. Finally, we monitor changes to anticipate problems and recognize problems before they become out of control. Annually, we review current and proposed Business/Operational drivers and determine training and development needs for the business; and, for our employees through Individual Development Plans (IDP's).

Performance Goal	Performance Standard
Employee IDPs	All employees have IDPs
Improve Employee Satisfaction	Survey results for ME-411 and ME-412 greater than ME average

Baseline:



Data Source: Employee IDPs; ME Culture Survey (FY 2002)

Frequency: Annual

Strategies for Improving Employee Learning and Growth	Fiscal Year				
	2003	2004	2005	2006	2007
Ensure staff have skills, expertise and materials to carry out delegated responsibilities	X	X	X	X	X
Ensure all employees have IDPs in place	X	X	X	X	X
Encourage participation in ME Culture Survey	X	X	X	X	X